
**ANALYZING JOB DESIGN IN BANK INDONESIA NORTH SULAWESI
USING IMPORTANCE AND PERFORMANCE ANALYSIS****ANALISIS DESAIN PEKERJAAN DI BANK INDONESIA PROPINSI SULAWESI UTARA
MENGUNAKAN ANALISIS TINGKAT KEPENTINGAN DAN KINERJA****Yessica Yanneke Yosefin Mondoringin¹****David Paul Elia Saerang²****Farlane S. Rumokoy³**

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Abstract: Bank Indonesia in North Sulawesi has complex task and influential to the development of provincial and national economy. In order to keep employee loyal with their best performance, the institute should pay attention on employee satisfaction. Job design is one of the most strategies that used to increasing employee satisfaction. The objective of this research is to analyze the Importance and Performance Analysis of Job Design in Bank Indonesia North Sulawesi. The research type is quantitative descriptive method, using Importance and Performance Analysis tool and used saturation sampling method. There are 53 employees participated in this research. The result of this research, shows: Skill variety is located in quadrant I "concentrate here" (high importance for employee but running low performance), task significance, feedback and task identity are located in quadrant II "keep up the good work" (high importance-high performance), and autonomy is located in quadrant III "low priority" (not important for employee-low performance of institute). There is no indicator of job design that located in quadrant IV (low importance-high performance). Regarding on the result, the institute should give more attention of skill variety and need to be improved with top priority, because the indicator is importance for employee.

Keywords: job design, importance and performance analysis

Abstrak: Bank Indonesia Propinsi Sulawesi Utara memiliki tugas dan tanggung jawab yang berpengaruh pada perkembangan ekonomi lokal dan nasional. Dalam rangka mempertahankan karyawan yang loyal dengan kinerja yang baik, instansi harus memperhatikan kepuasan karyawan. Desain Pekerjaan merupakan salah satu strategi yang digunakan untuk meningkatkan kepuasan karyawan. Tujuan dari penelitian ini adalah untuk menganalisis seberapa penting desain pekerjaan bagi karyawan dan bagaimana kinerja yang ditunjukkan instansi. Metode kuantitatif deskriptif digunakan dalam penelitian ini dan analisa tingkat kepentingan dan kinerja. Hasil dari penelitian ini, menunjukkan bahwa keragaman keterampilan terletak di kuadran I, dimana indikator tersebut penting bagi karyawan tapi instansi kurang memberikan perhatian. Makna tugas, identitas pekerjaan dan umpan balik terletak di kuadran II dimana kinerja yang ditunjukkan instansi sudah baik dan harus terus dipertahankan. Otonomi terletak di kuadran III dimana tingkat kepentingan dari karyawan rendah dan kinerja yang ditunjukkan instansi juga rendah. Tidak ada indikator dari desain pekerjaan yang berlokasi di kuadran IV (kurang penting bagi karyawan tetapi instansi memberikan kinerja yang baik). Berdasarkan hasil dari penelitian ini, instansi harus memberikan perhatian yang lebih pada indikator keragaman ketrampilan untuk ditingkatkan menjadi prioritas utama, karena indikator ini penting bagi karyawan.

Kata kunci: analisis tingkat kepentingan dan kinerja, desain pekerjaan

INTRODUCTION

Research Background

Bank Indonesia has a big responsibility to this country. They have tasks in the monetary, banking and payment system. Bank Indonesia is supported by the internal management, which is continuously developed and improved. Representative office of Bank Indonesia in North Sulawesi aim to be a credible representative office in perform the tasks of Bank Indonesia, and contribute to the development of local and national economy. Representative office of Bank Indonesia in North Sulawesi should continuously preparing for competent human resources who not only have sound expertise and skill, but also were of high integrity and highly responsible in carrying out their tasks.

Human resource is a significant asset for a company because play an important role for the company successful. Even though supported by complete facilities and unlimited fund but without any support from human resource all of the activities in a company will not be productive. Employees who work at Representative Office of Bank Indonesia in North Sulawesi are work hard with under pressure to achieve institute's objectives. In order to keep employee loyal and giving their best performance, the institute should pay attention on employee satisfaction because the greater the level of employee satisfaction is the higher will be returns for organization.

Job design is one of the most strategies that used to increasing employee satisfaction and optimizing employee performance (Garg and Renu, 2005). The problem is institute do not know which indicator of job design is important and which one is less important, and do not know how the performance of institute about job design in Bank Indonesia North Sulawesi, so researcher interested to do the research with the title "*Analyzing Job Design in Bank Indonesia North Sulawesi using Importance and Performance Analysis*".

Research Objectives

Based on the fundamental problem that exist in this research the objectives of this research are as follows:

1. To analyze the importance of Job Design in Representative office of Bank Indonesia in North Sulawesi
2. To analyze the performance of Job Design in Representative office of Bank Indonesia in North Sulawesi

THEORETICAL FRAMEWORK

Human Resource Management

Human resource department is an important part of an organization. According to Wilton (2013) Human Resource Management is the term commonly used to describe all those organizational activities concerned with recruiting and selecting, designing work, training and developing, appraising and rewarding, directing motivating and controlling workers. HRM can be simply defined as the convergence of three factors- human beings, resources and management – where human beings have the actual and potential resources (knowledge, skills, and capabilities) that can be harnessed through effective management techniques to achieve short-and long term organizational goals as well as persona needs (Nankervis 2011:).

Job Design

Job design was creation of tasks and work settings. Job design plays a crucial role in the achievement of organizational as well as personal goals. The best job design is always one that meets organizational requirements for high performance, offers a good fit with individual skills and needs, and provides opportunities for job satisfaction (Schermerhorn, Hunt and Osborn, 2005). The concept by Hackman and Oldham's (1976) describe more specifically about the individual job design, it also identifies five core dimensions which are skill variety, task identity, task significance, autonomy and feedback. It added more value and practical approach to the job design with changing circumstance.

The Dimensions of Job Design

Skill Variety

Skill Variety is the degree to which the performance of a job requires a variety of activities which involve the skills and talents of the person. This refers to the range of skills and activities necessary to complete the job. The more a person is required to use a wide variety of skills, the more satisfying the job is likely to be (Hackman and Oldham's, 1976).

Task Identity

Task identity is the degree to which a job requires completion of a 'whole' and identifiable piece of work. This dimension measures the degree to which the job requires completion of a whole and identifiable piece of work. Employees who are involved in an activity from start to finish are usually more satisfied (Hackman and Oldham's, 1976).

Task Significance

Task Significance is the degree to which a job has substantial and perceivable impact on the lives of people of the organization or society at large. This looks at the impact and influence of a job. Jobs are more satisfying if people believe that they make a difference, and are adding real value to colleagues, the organization, or the larger community (Hackman and Oldham's, 1976).

Autonomy

Autonomy is the degree of independence an employee has for doing his work. This describes the amount of individual choice and discretion involved in a job. More autonomy leads to more satisfaction. For instance, a job is likely to be more satisfying if people are involved in making decisions, instead of simply being told what to do (Hackman and Oldham's, 1976).

Feedback

Feedback is the degree to which an employee gets information about how well he is performing his work. Feedback: This dimension measures the amount of information an employee receives about his or her performance, and the extent to which he or she can see the impact of the work. The more people are told about their performance, and the extent to which he or she can see the impact of the work (Hackman and Oldham's, 1976).

Employee Satisfaction

Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job (Spector, 1997). According to Sageer (2012) Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements- such as autonomy, task identity, task significance and feedback contribute to employee's satisfaction.

Conceptual Framework



Figure 1. Conceptual Framework

RESEARCH METHOD**Type of Research**

This research adopted descriptive method with a quantitative approach. Leedy and Ormrod (2001) alleged that quantitative research is specific in its surveying and experimentation, as it builds upon existing theories. According to Aggarwal (2008) descriptive research is devoted to the gathering of information about prevailing conditions or situation for the purpose of description and interpretation.

Place and Time of Research

This research conducted in Bank Indonesia North Sulawesi on July 2017.

Population and Sample

The target population for the study included all employees in Bank Indonesia North Sulawesi which is 53 employees. The sample of this research is 53 employees in Bank Indonesia North Sulawesi (According to Sugiyono, 2001:61 using saturated sampling method).

Data Collection Method

According to Rabianski (2003) Primary data is fact and information that researcher gather first hand. In this research, researcher got the primary data from questionnaire. According to Rabianski (2003) Secondary data is fact and information from secondary sources. In this research, researcher got the secondary data from journals, articles, company data and relevant literature from library and internet.

Operational Definition and Measurement of Research Variables**Job design**

Job design is the function of arranging task, duties and responsibility in order to achieve organizational objectives. Job design can make employee understanding their job that have significance impact and provided with skill variety & independence and it will stimulate motivation & increasing job satisfaction.

Skill Variety

Employees of Bank Indonesia in North Sulawesi is requires to use a variety of skills (hard skill and soft skill) and abilities in doing their jobs or activities.

Task Identity

Employees of Bank Indonesia in North Sulawesi is requires involved in an activity from start to finish and identifiable piece of work.

Task Significance

Employees of Bank Indonesia in North Sulawesi need to feel responsible for their work and understand the significance of their work and how it impacts on the lives of other people whether those people are in the organization or in the external environment.

Autonomy

Employees of Bank Indonesia in North Sulawesi are involved in making decision, and independence.

Feedback

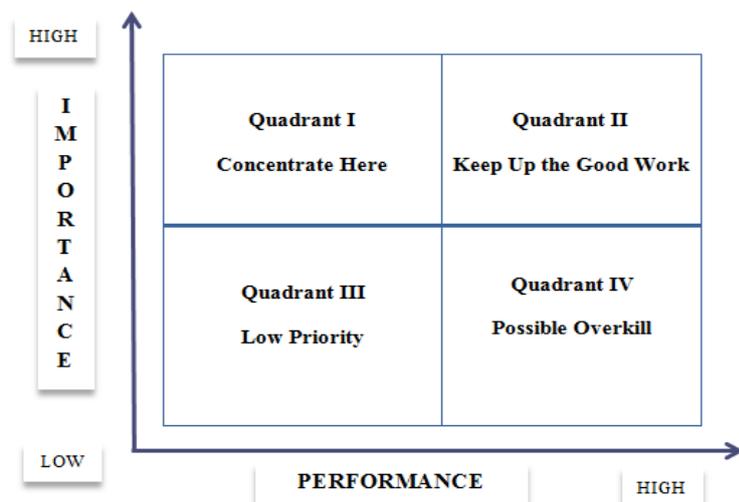
Employees of Representative office of Bank Indonesia in North Sulawesi gets information about how well they performing their work.

Validity and Reliability Test

In this research, there are 53 questionnaires with 24 question that the result have been collected and have been tested with using validity and reliability test with the SPSS application. Validity is using Correlation index in Pearson product moment and Reliability is using Alpha Cronbach.

Importance and Performance Analysis

Importance-Performance Analysis was first proposed and introduced by Martilia and James (1977) as a means by which to measure client satisfaction with a product or services. According to Supranto (2001) Importance Performance Analysis is a method to analyze the extent of someone on the performance of a company, based on the result of the importance and result of the performance will be produced a formula regarding the implementation in a company.



Source: *Meng Seng Wong, Nishimoto Hideki and Philip George, 2011*

Figure 2. The Original IPA Framework

RESULT AND DISCUSSION

The Validity Test Result

Validity is concerned with the meaningfulness of research components. If the significance value less than 0.05 then the research instruments is stated as valid and the correlation (r) of each item is positive and has a value of 0.3 or more.

Table 1. Correlations

		Avr_Imp	Avr_Prff	Avr_Imp_Prff
Avr_Imp	Pearson Correlation	1	.694**	.894**
	Sig. (2-tailed)		.000	.000
	N	53	53	53
Avr_Prff	Pearson Correlation	.694**	1	.943**
	Sig. (2-tailed)	.000		.000

	N	53	53	53
Avr_Imp_Prf	Pearson Correlation	.894**	.943**	1
	Sig. (2-tailed)	.000	.000	
	N	53	53	53

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed, 2017- IBM SPSS 22

Table 1 shows that the correlation index is greater than 0.3 and the significance which are below the 0.05 therefore, the data is considered as valid.

The Reliability Test Result

Reliability test that used to analyze the collection of data that obtained from the research questionnaires through see the Cronbach's Alpha. The reliability test in this research used Cronbach's Alpa. If alpha is less than 0.06 then it is unreliable. The interpretation of Cronbach's Alpha (Sekaran, 2010):

- < 0.6 indicates unsatisfactory internal consistency or consider that be data is unreliable.
- 0.7 indicates that the data is acceptable
- 0.8 indicates is good internal consistency or consider that the data resulted is reliable.

Table 2. Reliability Statistics

Cronbach's Alpha	N of Items
.933	3

Source: Data Processed, 2017- IBM SPSS 22

Table 2 show that Alpha Cronbach is 0.932, which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Importance and Performance Analysis of Job Design

The results displayed in Table 3 are according to questionnaire and data tabulation done using Microsoft Excel and IBM SPSS 22. The average values of both Importance and Performance determined which quadrant each attribute belong to as shown in the table.

Table. 3 Attributes, Importance Mean, Performance Mean, Quadrant

Attributes of Job Design	Importance Mean (Y)	Performance Mean (X)	Quadrant
Skill Variety	4.632	4.373	I
Task Identity	4.627	4.495	II
Task Significance	4.65	4.434	II
Autonomy	4.547	4.113	III
Feedback	4.641	4.476	II
Average	4.6194	4.3782	

Source: Data Processed, 2017- IBM SPSS 22

Table 3 shows the result of data analysis that is collected from respondents. Importance (Y) shows average importance analysis according to likert scale of job design, task significance is the highest mean of Importance ($y=4.65$), followed by feedback ($y=4.641$), skill variety ($y=4.632$), task identity ($y=4.627$), and lowest mean of importance is autonomy ($y=4.547$). Performance (X) shows average Performance analysis in likert scale of job design, task identity is the highest mean of performance ($x=4.495$), followed by feedback ($x=4.476$), task significance ($x=4.434$), skill variety ($x=4.373$) and the lowest mean of performance is autonomy ($x=4.113$).

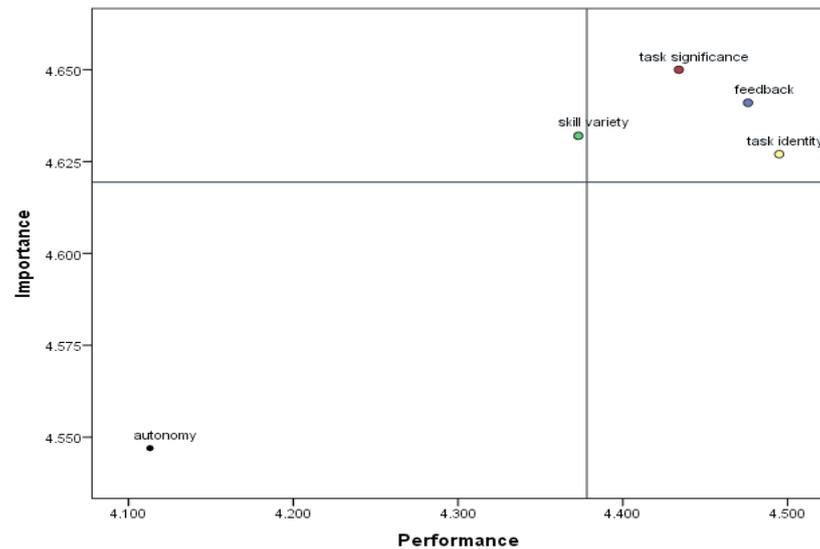


Figure 3. Data Plotting of Job Design Attributes

Source: Data Processed, 2017- IBM SPSS 22

Figure 3 shows that skill variety is located in quadrant I. Quadrant I is labeled as “concentrate here” it means high importance but low performance. In this quadrant is very important for employee, but level of the institute’s performance is low. The institute should give more attention and need to be improved with top priority, because the attribute is importance for employee.

Task significance, feedback and task identity are located in Quadrant II. Quadrant II is labeled “keep up the good work” it means high importance and high performance, so that the relatively high level satisfaction. Attributes that are included in this quadrant must be maintained because these attributes that have attracted the attention of the employee, and employees should be pride to the institute.

Autonomy is located in Quadrant III is labeled Low Priority; it means the attribute is not important, not too special and pose no threat to the institute. So, the institute should not be over concern anymore about the performance because this attribute are not important for employees.

The last is Quadrant IV and there is no attributes that are located in this quadrant. Attributes that are located in this quadrant means that it has low importance for employee but the performance of the institute is high.

Discussion

In quadrant I is labeled as “concentrate here” it means high importance but low performance. Skill variety is located in this quadrant, it clearly enough why skill variety is higher importance and located in this quadrant because the more a person is required to use a wide variety of skills, the more satisfying the job is likely to be (Hackman and Oldham's, 1976). Jobs that are high in skill variety are seen by employees as more challenging because of the range of skills involved; relieve monotony that results from repetitive activity; and gives employees a greater sense of competence, but the result shows that the performance is low. It means that level of importance of Skill Variety is high but employees not satisfied enough with the performance of this indicator. This quadrant explains that the indicator is very important for employee, but level of the institute’s performance

is low. Regarding on the result, the institute should give more attention and need to be improved with top priority, because the attribute is important for employee.

Quadrant II is labeled Keep up the Good Work it means High Importance and High Performance, so that the relatively high level satisfaction. There are some indicators that fall into this quadrant, which are task significance, feedback and task identity. The highest point of this quadrant is Task Significance ($Y=4.65$ and $X=4.434$). Jobs are more satisfying if people believe that they make a difference, and are adding real value to colleagues, the organization, or the larger community. For employee at representative office of Bank Indonesia in north Sulawesi their task is complex and really useful for the institute, the environment and also for this country. It is very clear why task significance is falling in this quadrant, where they think it is very important and the institute response it with the good performance. Second attribute that fall into this quadrant is feedback. Feedback is the degree to which an employee gets information about how well he is performing his work. This attributes measures the amount of information an employee receives about his or her performance, and the extent to which he or she can see the impact of the work. The perspective of employees at representative office of Bank Indonesia in north Sulawesi that feedback is important for them. They need direct and clear information about their performance. It makes feedback is important for them and the institute also give good response about this attributes. The institute gives information and evaluation of the task that have been done. The last attributes that is fall into this quadrant is task identity. Task Identity is important for employees of representative office of Bank Indonesia in north Sulawesi because they need to know the institute objectives, the outcomes and accomplishment, so they not only focus on their task. It makes task identity located in here and the institute also gives good performance. The institute gives them the opportunity to know the whole of a task or the objectives that should their achieved together and give opportunity to involve in the whole job. Attributes that are included in this quadrant are the strength and pillar of the institute, so the institute must be maintained because these attributes that have attracted the attention of the employee, and employees should be pride to the institute.

Quadrant III is labeled Low Priority, it means the attribute is not important, not too special and pose no threat to the institute. Autonomy is located in this quadrant. Employees at representative office of Bank Indonesia realize that they have a complex task, and big responsibility. The institute already determines the procedure, method and gives the standard that can be used as a guidance to finish their job, so they do not need to think again how they can finish their job with their own way. Based on that employees gives their opinion where the autonomy it is not important for them so, the institute not be over concern anymore about the performance because this attribute are not important for employees.

Quadrant IV, it is labeled as possible overkill, it means the attributes that fall into this quadrant is low importance but high performance. Which is the performance of something so high but actually it is not necessary for the employees. The result shows that there is no indicator that located in this quadrant. It is mean that so far the institute did not spent the resources or money for unnecessary thing.

According to the theory in chapter two, in general Job design plays a crucial role in the achievement of organizational as well as personal goals. Job design has been one of the most effective tools used for optimizing an employee's performance. It means that job design brings Involvement, satisfaction and motivation. Such employees bear more pain for their work, they enjoy their work and stay extra hours willingly. The result shows that the average of importance value is high, this result indicate that job design at representative office of Bank Indonesia in North Sulawesi have high impact to employee satisfaction and to their performance. Thus, it can be concluded that the result are suitable with the theory. Otherwise, the performance of an indicator which is skill variety seems not as expected because these have high importance but low performance.

After conducting all the data processed, finally can shows the relationship between this researches to the previous research in chapter two. At all results, the importance average of all programs is ($Y=4.6194$) and the performance average is ($X=4.3782$). The importance of job design is high to the employee. While in general, all the previous research that support this research revealed that job design is important for the employee because it contribute to increasing the employee satisfaction, their productivity and institute productivity.

Overall, it can be concluded that there is an indicator that need to increase institute performance which is skill variety, three indicators that need to keep their performance which are task significance, feedback and task identity, and one indicator that not so important which is autonomy.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on Importance and Performance analysis result of five indicators of job design, there are several conclusions that it takes. The conclusions drawn from this research are as follows:

1. Job design's indicator that has high importance but low performance or labeled as "concentrate here" is Skill Variety. It is important for employee but the performance of institute is low.
2. Job design's indicator that has high importance and high performance or labeled as "keep up the good work" are Task Significance, Feedback, and Task Identity. It is important for employee and the performance of institute is high.
3. Job design's indicator that has low importance and low performance or labeled as "low priority" is Autonomy. It is not too important for employee and the performance of institute is low.
4. There is no job design's indicator that has high performance but low importance or labeled as "possible overkill".

Recommendation

The recommendation is proposed by the researcher to improve the performance of job design at representative office of Bank Indonesia in north Sulawesi by looking at the result and discussion. The recommendation has been made as listed below:

1. Skill Variety is high importance for employee but running low performance. The institute should be more consider about skill variety, because the more a person is required to use a wide variety of skills, the more satisfying the job is likely to be and they will give their best performance. The institute can give a task that can be done by employee with their variety of skills. For the example (leadership skills), employees work together on tasks and some employee must take on the leadership role to ensure deadlines are meet, problem are addressed and all idea are being considered. The second suggest from researcher is give more training, by give training methods, institute can develop more effective ways to give their employee the skills they need. For the example skills training, skills training included proficiencies needed to actually perform the job and it also refer to personality traits, social relationship, communication and personal habits. For the example a cashier needs to know not only how to manage and arrange a transaction with or without machine, but also know how to serve the client with friendly and welcoming (with good attitude). In some jobs, it necessary to motivate others, maintain small conversation with coworkers and build a good relationship. The last suggestion is job enlargement. Job enlargement is the horizontal expansion of a job by increasing workload of employee. So employee can use they variety of skills, abilities and talents to do their job, and they will become more satisfy about their job.
2. Task Significance, Feedback and Task Identity are high importance and also high performance. These indicators are labeled "keep up the good work", therefore institute should keep maintain these indicators of job design to hold it is performance because it consider as the most important to the employee and the performance is already at the high level. Since the performance followed the high importance, it should be maintained and strengthened to further improve on quality of the job design.
3. Autonomy is labeled "low priority" because it is not important for employee and also low performance. The importance might be low for some employees because they realize that they have a complex task, and big responsibility and the institute already determines the procedure, method and gives the standard that can be used as a guidance to finish their job, so they do not need to think again how they can finish their job with their own way. The institute not be over concern anymore about the performance because this attribute are not important for employees.
4. Therefore, that institute needs to conduct a further internal research, in term to follow up the result of this research, in order to increasing or maintain the employee satisfaction that affected on their performance that resulting in employee contributing in achieving the objectives. It needs a periodic assessment about the performance of job design, so it can always meet the employees' satisfaction.

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